

The Council on Virginia's Future was created on July 2003 to design a framework for better decision making and improved accountability in Virginia government. In accordance with House Bill 2097 - 2003 Session of the General Assembly, the Council has directed each agency to develop a **Strategic Plan** as well as **Service Area Plans** to allow citizens and other interested parties to have access to information about each agency while providing individuals the opportunity to review plans and examine the funding associated with any particular service. The public now has the means to monitor objectives related to services as well as observe budget dollars spent to determine the return they are getting for their investment.

The **Agency Strategic Plan** is a systematic clarification as well as documentation detailing what the agency wishes to achieve and how it plans to achieve it. The objective of strategic planning is to create a set of goals, action steps, and measurements constructed to guide performance.

Service Area Plans (operational plans) are driven by their strategic plans while linking unique services to their respective budget. The objective is to create program evaluation information supporting strategic performance and productivity while tying activities to the budgetary process.

The following pages are the Agency Strategic Plan and the Service Area Plans for the Department of Corrections.

AGENCY STRATEGIC PLAN DEPARTMENT OF CORRECTIONS

Agency Mission, Vision, and Values

Mission Statement:

The Department of Corrections enhances public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Agency Vision:

The Virginia Department of Corrections is a model correctional agency and a proven innovative leader in the profession. Virginia is a safer place to live and work because the Department provides appropriate custody, supervision, and programs for offenders through its exemplary services.

The employees of the Department are the cornerstone of the agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. The Department, through its unwavering commitment to its employees, is a satisfying and rewarding place to work and grow professionally.

Agency Values:

- **Fulfilling** - Doing work that is meaningful, and fulfilling, which contributes to the agency and society.
- **Ethical** - Conforming to high professional, ethical and moral standards of conduct.
- **Achieving** - Contributing to the achievement of the Department's Vision, Mission and Goals.
- **Purposeful** - Demonstrating a commitment to the Department's purpose, the safety of the citizens of Virginia.
- **Balanced** - Balancing the needs of the individual, society and all aspects of the agency.
- **Supportive** - Being team players and supporting one another.

Current Service Performance:

The Department of Corrections (DOC) evaluates its service performance by measuring its progress in meeting agency goals. Department of Corrections employees are proud of

their contributions to the Commonwealth, and are committed to providing the best for Virginia, as our current service performance demonstrates.

GOAL 1: IMPROVE PUBLIC, EMPLOYEE AND INMATE SAFETY by providing national leadership in public safety, by being a model agency through effective and efficient management, control, and supervision of offenders, and by identifying, implementing and evaluating cost effective, quality programs and services that provide offenders opportunities to demonstrate pro-social behaviors.

- Scope of Responsibility:
 - Physical Plant: During 2004 the Department was responsible for maintaining 1,820 buildings that provide 9,800,000 sq. ft. of housing and program space for offenders and staff. These state resources are located on approximately 20,000 acres that the Department maintains. In addition, the Department currently leases approximately 645,903 square feet of office and warehouse space for programs and administrative functions.
 - Offender Population: As of May 2005, the Department of Corrections was responsible for the supervision of approximately 85,000 state responsible offenders.
 - Of the more than approximately 80,000 total state responsible population, Community Corrections is responsible for the supervision and transition of more than 49,000 offenders. This is accomplished through an array of statewide programs including 43 Probation & Parole District Offices, 5 Diversion Centers, 4 Detention Centers, 10 Day Reporting Programs as well as an array of contractual Adult Residential and Transition facilities.
 - The Division of Institutions provides custody, medical, treatment and work programs and services to more than approximately 31,000 inmates. A statewide system of 46 facilities (major institutions, field units and work centers) provides these services.
- Performance in 2004:
 - Community Corrections
 - Average P&P Officer Workload for FY2004 = 72 offenders under supervision.
 - 70.7% Success Rate for Offenders under supervision (Cases Closed Successfully or still Active on 12/31/04).
 - 223 Absconders captured in FY 2004.
 - Institutional Operations
 - No escapes from secure custody facilities in 2003; one in 2004; no escapes as of June 15, 2005.
 - 19% reduction in aggravated assaults on inmates from 2003 to 2004.
 - 25% reduction in aggravated assaults on staff from 2003 to 2004.

- 9,596 inmates classified into facilities in 2004; an 18.8% increase over 2003
 - Employee Safety
 - Workers Compensation losses in 2004 are less than half of those in 1993. This performance reflects our improvements in employee safety training and equipment, as well as the maintenance program at each facility and office.
- Facility Services and Programs:
 - Treatment and Mental Health
 - Inmates were occupied in constructive activities (work, basic education, or rehabilitative programming) an average of 26 hours per week.
 - Intensive substance abuse treatment programming was provided to 1,200 inmates to prepare them to re-enter the community and lead law abiding lives.
 - The recidivism rate for inmates completing substance abuse therapeutic programs is 23.3%.
- Ombudsman Services: 13,816 formal inmate grievances processed by Ombudsman Program in 2004.
- Medical Services: In 2004 there were 305,977 medical/dental sick call service appointments provided to inmates; the average health care cost per inmate was \$3,221 in 2004.
- Agribusiness: \$10.8M in revenue in Agribusiness Program in 2004.
- Correctional Enterprises: \$42M in total sales in Correctional Enterprises using 1,700 inmates in 27 shops.
- Food Service and Sanitation:
 - In 2004, 100% of DOC's facilities met or exceeded public restaurant sanitation regulations.
 - Food service staff provide approximately 34,000,000 meals each year (93,000 each day). A 28 day menu cycle is approved by a Registered Dietitian and meets the Recommended Dietary Allowances as defined by the Food and Nutrition Board of the National Academy of Sciences.

Goal 2: IMPROVE EMPLOYEES' AND ORGANIZATIONAL EFFECTIVENESS by recruiting, developing, supporting, and retaining a highly effective workforce which has the highest professional standards and by having the right people in the right place with the right tools at the right time.

- Scope of Responsibility: The Department of Corrections is a large public safety agency with 12,602.5 FTE positions (fiscal year 2005 per Chapter 951) to staff 43 Probation and Parole districts, 30 Major Institutions, 16 Field Units/Work Centers, 4 Detention Centers, 5 Diversion Centers, 3 Regional Offices, an Academy for Staff Development, a Correctional Enterprise operation and the Administrative Headquarters.
- Performance:
 - Retention of Correctional Officers – In FY 2004, 84.7% of the correctional officers were retained. This is 1.4% lower than the 86.1% performance in FY2003.
 - Staff training at the Academy for Staff Development in 2004 increased by 34% over 2003, from 39,593 staff participants to 53,269.

Goal 3: IMPROVE FINANCIAL PERFORMANCE by continually assessing operations to ensure that limited resources are allocated efficiently and effectively and in support of the strategic plan.

- Scope of Responsibility: As of May 2005, the Division of Operations provides custody, medical, mental health, treatment and work programs and services to 31,095 inmates through a statewide system comprised of 30 Major Institutions and 16 Field Units/Work Centers.
- Performance:
 - Purchasing
 - SWAM: The DOC has shown an increase in expenditures with SWAM firms for the past 5 years. For FY04, SWAM purchases equaled 16% of total expenditures.
 - eVA: 33,357 eVA transactions totaling \$115.47M in FY2004; 34,621 transactions totaling \$150.4M in 11 months of FY2005.
 - At the end of FY04 the DGS scorecard indicated the DOC placed 96.3% of its targeted purchases through eVA.
 - Prompt Pay: All DOC units finished FY2004 above 95%

Goal 4: IMPROVE COMMUNICATIONS by sharing the Department's Vision, Mission, operations and achievements with our employees, stakeholders, and the public.

- Scope of Responsibility: The Department of Corrections is a large state agency with 12,602.5 employees (fiscal year 2005 per Chapter 951), 80,159 state responsible offenders and thousands of external stakeholders including the Citizens of the Commonwealth, the Victims of Crime, and the Federal, State and Local Public Safety Agencies. While the Department is invisible to most of our stakeholders, our success is dependent upon effective communications with our staff and public safety partners.

- Performance:
 - Department has initiated internal E-News letter and internal Website to enhance communications with its employees.
 - The DOC works with approximately 4,000 volunteers each year that produce close to 100,000 hours of volunteer work per year.
 - In fiscal year 2004, Community Corrections spent 119,269 hours of community service through the utilization of offenders and staff from state-wide Diversion and Detention Centers.
 - In calendar year 2004, Division of Institutions has spent 212,921 hours of community service through the utilization of offenders and staff.
 - The DOC continues utilizing senior-level staff to communicate with the public at local functions conducted throughout the Commonwealth.
 - The Department has an instrumental role in coordinating “Gang Awareness Initiatives” through efforts with State and Local police departments.
 - Department utilizes a Public Website for communicating to citizens of the Commonwealth.

Productivity:

Over the past 10 years the Department of Corrections workload has increased significantly, however the Department has operated very efficiently by reducing costs in real dollars.

- Workload is Much Higher: The number of offenders under the supervision and custody of the Department of Corrections has increased significantly since 1995. The inmate population has increased by 32.6% and the community corrections supervision population has increased by 45%.
- DOC Selected Costs Continue To Rise Without Corresponding Increase In Funding: The Department faces annual increases in a wide variety of non-personnel costs that have not been offset with a corresponding growth in funding. For example, DOC has had no increase in its funding at existing locations for utilities, leases and gasoline in more than a decade. This has resulted in the Department having to maintain vacancies to offset increases in these costs which could ultimately have a negative public safety impact.

Major Initiatives and Related Progress:

Workforce: There are three major workforce challenges for the Department of Corrections in the next two to five years.

1. The first is the potential retirements in senior and executive management positions (specifically wardens, superintendents, and P&P Chiefs) and the Executive Team.

The Department has placed additional emphasis on the development of middle and senior managers for the last several years. We will augment the general development of all staff with a specific program to prepare middle managers for senior management positions. The Department of Corrections created a leadership council in August 2004 and empowered it to provide a comprehensive program to enhance the knowledge and skills of selected middle managers to prepare them for the next level of management. The four-month program will begin this fall with 35 participants who have successfully completed the application and interview process.

The Department continues to focus on its training for senior managers to assist them not only in providing the leadership and management skills they need in their current positions but also to prepare them to step into the broader and higher Executive team role as positions become available.

2. The second is the staffing of the new and expanded facilities.

The second major challenge for the Department is to staff the expanded facilities at St. Brides and Deerfield and to staff the two new facilities scheduled to be built in Tazewell County near Pocahontas and near Chatham in Pittsylvania County with a third possible facility to be considered in the Mount Rogers Planning District. Below are the facilities with the projected opening dates:

St. Brides Phase II	September 2007
Deerfield Expansion	January 2007
Pocahontas (Tazewell) Prototype I	June 2007
Chatham Prototype II	July 2007

These new facilities will require the hiring of many new employees for the Department. At the same time, it will open many new promotional opportunities for Department staff creating the need to back-fill positions at other locations throughout the agency.

The Department has experience opening multiple facilities at the same time. This experience will help us develop the plans necessary for the recruitment, selection, and training of new and replacement staff throughout the Department.

3. The third is to be able to offer a level of compensation that will attract and retain a high quality workforce.

The third challenge is for the Department to be able to offer the beginning salaries necessary to attract a highly qualified and skilled workforce and to provide increases in salary that will recognize the contributions of employees and the service they provide for the Commonwealth. Salary compression is an issue for our employees. Many older employees are compensated at a rate similar to much more junior employees. Employees have accepted employment believing that there will be salary progression during their tenure and this has not been the case. Our first line Corrections Officers are not compensated equally to many deputy sheriffs throughout the Commonwealth. This could

cause recruitment and retention issues for the Department. However, raising hiring ranges is only part of the issue because it will exacerbate the salary compression issue if we do not or cannot make other adjustments.

Technology: (Virginia CORIS – Formerly Offender Management System) The transition of the Department's database technologies from 1980's to current functionality remains a critical initiative. When completed, Virginia CORIS will improve efficiency and effectiveness throughout the agency.

- Existing resources allow for the replacement of the current offender time computation system. However, no funds have been allocated to complete integrated information systems for the Divisions of Institutions and Community Corrections to replace stand-alone legacy systems that are nearly 30-years old.

Prison Rape Elimination Act: The Federal Prison Rape Elimination Act of 2003 calls for the gathering of national statistics about the problem; the development of guidelines for states about how to address prisoner rape; the creation of a review panel to hold annual hearings; and the provision of grants to states to combat the problem.

- The Department of Corrections is currently unable to quantify the fiscal impact of this Federal legislation. It is anticipated training efforts for staff to comply with this act will be extensive, as well as information that will have to be communicated to offenders. Requirements could begin as early as FY06.
- The impact of failing to comply could have serious consequences on overall grant funding received by the Commonwealth.

Virginia Ranking and Trends:

Accreditation: The Department of Corrections is recognized as a national leader in providing public safety services as demonstrated by the accreditation of Department facilities and programs by national professional organizations such as the American Correctional Association and the Joint Commission on Accreditation of Healthcare Organizations. At this time the American Correctional Association has accredited all Community Corrections Probation and Parole District Offices, one Detention Center, one Day Reporting Center, fifteen (15) Major Correctional Institutions (including the Correctional Enterprises shops) and the Academy for Staff Development.

National Comparisons: The Corrections Yearbook, a recognized national reference for comparative statistics, has ranked Virginia as a consistent leader in fewest escapes and fewest serious assaults among state correctional agencies.

Customer Trends and Coverage:

All 7.5 million Citizens of Virginia are recipients of public safety services provided by the Department of Corrections. Community Corrections provides statewide offender supervision and transition services through the Probation and Parole District Offices and special programs. Institutional Operations provides secure custody through correctional facilities located in each of three regions.

Future Direction, Expectations, and Priorities:

During the coming biennium, the Department of Corrections will continue to evolve into:

- A Department that is proactive and driven by a strategic plan.
- A Department that is accountable for performance at all levels of the organization as measured by quantitative indicators and targets.
- A Department that is prepared for an increasing workload.
- A Department with an integrated, user friendly information system that replaces legacy systems and provides OMS needs.
- A Department that influences recidivism in a positive direction through effective treatment and re-entry programs.
- A Department with a decision process that allocates resources based on effective program evaluation and strategic direction.
- A Department that enhances effective two-way communications both laterally and vertically throughout the organization.
- A Department that works toward fulfillment of employee potential and increased employee satisfaction as measured through an employee satisfaction index.
- A Department that prepares future leaders through a succession planning program that develops managerial and executive skills.
- A Department that encourages cohesiveness, cooperation, and progressive thought; requires use of best practices and rewards risk-taking.
- A Department that is fiscally responsible, maximizing efficiency while maintaining a high level of effectiveness.

The strategic plan provides a basis for decision-making and brings the Department into focus. With a clear vision of where we want to be and a plan to get us there, the Department will achieve consistently higher levels of performance.

Priorities:

- Attracting, Developing, Supporting, and Retaining Employees.
- Ensuring On-going Security Enhancements and Staff Safety.
- Improving Technology Resources, Management and Utilization.
- Providing Effective Offender Management and Programming.
- Improving Communications.
- Improving Resource Planning and Allocation.

Impediments:

Issues Affecting Efforts to improve public, employee and inmate safety:

- Crowding Levels in Institutions:
 - The level of double bunking ranges from 120% at level 6 facilities to 224% at female facilities.
 - The average level of double bunking across all facilities is 164%.
 - Facility Crowding Increases Maintenance Costs, takes a toll on infrastructure and Limits Resource Lifespans.

- P&P Officer Caseload:
 - The Department continues to address the Community Corrections caseload annual growth of approximately four percent.
 - The Department is attempting to maintain 70 cases per officer (consistent with the funding provided in the 2004 General Assembly Session).
- Medical Services: Cost increases are anticipated due to continued inflation of medical costs.
- Security Threat Group Funding:
 - DOC recognized the need to identify and track offenders affiliated with threat groups (e.g. terrorists, gangs, hate groups, etc.).
 - Other State and local agencies received financial assistance, yet in FY05, the DOC absorbed an annual investment and continues to play a pivotal role in coordinating gang control initiatives while taking a leadership role in initiating the awareness of gang threat activity across the Commonwealth.
- Facility Operational Costs: DOC's annual cost of operations rises for a wide variety of mandated line items (utilities, fuel, rent, payment-in-lieu of taxes, etc.) yet receives no additional funding to relieve these growing liabilities. This puts DOC in the position of keeping critical positions vacant to absorb these unfunded expenses.
- Start-up and Operational Costs for New and Expanded Institutions: During the next biennium, DOC anticipates some start-up as well as initial operating budget requirements for:
 - St. Brides Phase II
 - Deerfield Expansion
 - Tazewell Medium Security Prototype I
 - Chatham Medium Security Prototype II

Issues Affecting Efforts to improve employees' and organizational effectiveness:

- VALORS: During the last legislative session, DOC encouraged language changes that would have provided VALORS benefits to Wardens, Assistant Wardens, Superintendents and Investigators. Unfortunately, this language adjustment was not approved.
- Compensation for Correctional Staff
 - The previous Appropriations Act provided enhanced compensation for Sheriffs, Deputy Sheriffs and Regional Jail Officers (4.82% versus 3%) effective 12/04.
 - DOC is currently placed at a disadvantage in continuing to retain and recruit qualified staff.
 - Compensation disparities send the wrong message to DOC Correctional Staff.
 - DOC continues to believe this compensation inequity needs to be addressed to ensure continued recruitment and retention of qualified personnel as our existing facility managers continue to age.
 - The proximity of Coffeewood Correctional Center and other DOC facilities to Northern Virginia has placed the Department at a disadvantage

when recruiting and retaining staff due to the higher salaries available from other employment opportunities.

- The failure to provide salary increases in several years and only across-the-board increases in others has caused salary compression issues where long-term employees are receiving similar salaries to new employees.

Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Customer Base:

Customer Description	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Agency Customer Base:

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Listed below are both projected changes in DOC's inmate population as well as changes to the offender population under Community supervision:

- The populations of the urban areas of Virginia have increased by approximately 5% to over 10% over the past 4 years. This rate of growth is expected to continue. The growth in Virginia's population and economy is expected to impact the Department's workload.
- Institutional Operations: The state responsible population forecast published by the Secretary of Public Safety outlines the anticipated growth in the Department's workload. The average annual rate of growth from 2000 – 2004 was 3.8%. The average annual growth for 2005 – 2010 is expected to be 3.2%.
- Community Corrections: The community corrections workload has increased at an average annual rate of 4.1% from 1997 through 2004. Workload growth since 2000 has averaged 6% annually. If the 7 year average growth continues (4.1%) into the future, the community corrections workload will increase to approximately 61,000 in 2010.

Agency Products and Services:

Current Products and Services:

The Department of Corrections (DOC) provides a wide variety of products and services throughout its many units (i.e. Virginia Correctional Enterprises and the Department's

Agribusiness Operations, etc.). However, the DOC's primary service is the administration and operation of correctional institutions and community facilities to ensure the control and supervision of offenders to include the management and coordination of programs and services for offenders once they are released out into the Community.

Factors Impacting Agency Products and Services:

Crime Rates, Sentencing/Releasing Practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes in Agency Products and Services:

Increases in offender populations are expected (i.e. Institutions' is expanding two existing facilities and two new facilities have been authorized for construction, while Community Corrections caseload is anticipated to continue to grow at a rate of 4% per year.

Agency Financial Resources Summary:

The majority of the Department of Corrections' funding comes from general fund dollar (93%), special funding (7%) created primarily from revenue generated from Virginia Correctional Enterprises' sale of products and services. Note: Funding allocations are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$796,580,152	\$52,899,847	\$796,580,152	\$52,899,847
Changes To Base Budget	\$98,041,212	\$13,961,343	\$143,551,681	\$15,961,343
Total	\$894,621,364	\$66,861,190	\$940,131,833	\$68,861,190

Agency Human Resources Summary:

Human Resources Overview:

The Department of Corrections is a large public safety agency with 12,602.5 FTE positions (fiscal year 2005 per Chapter 951) to man 43 Probation and Parole districts, 30 Major Institutions, 16 Field Units/Work Centers, 4 Detention Centers, 5 Diversion Centers, 3 Regional Offices, an Academy for Staff Development, a Correctional Enterprise operation and an administrative headquarters. Geographically the Department of Corrections provides a wide range of services from community supervision to the highest level of secure (level 6) incarceration throughout the Commonwealth of Virginia from the Chesapeake Bay to Bristol, from the North Carolina border to the Shenandoah Valley and Northern Virginia.

Full-Time Equivalent (FTE) Position Summary:

Effective Date: 7/1/2006

Total Authorized Position Level:	13,737.5
Vacant Positions:	941.5
Non-Classified (Filled)	167
Full-Time Classified (Filled)	12,796
Part –Time Classified (Filled)	18
Faculty (Filled)	0
Wage:	296
Contract Employees:	401
Total Human Resource Level:	13,678

Factors Impacting Human Resources:

There are three major workforce challenges for the Department of Corrections in the next two to five years.

1. The first is the potential retirements in senior and executive management positions (specifically wardens, superintendents, and P&P Chiefs) and the Executive Team.

The Department has placed additional emphasis on the development of middle and senior managers for the last several years. We will augment the general development of all staff with a specific program to prepare middle managers for senior management positions. The Department of Corrections created a leadership council in August 2004 and empowered it to provide a comprehensive program to enhance the knowledge and skills of selected middle managers to prepare them for the next level of management. The four-month program will begin this fall with 35 participants who have successfully completed the application and interview process.

The Department continues to focus on its training for senior managers to assist them not only in providing the leadership and management skills they need in their current positions but also to prepare them to step into the broader and higher Executive team role as positions become available.

2. The second is the staffing of the new and expanded facilities.

The second major challenge for the Department is to staff the expanded facilities at St. Brides and Deerfield and to staff the two new facilities scheduled to be built in Tazewell County near Pocahontas and near Chatham in Pittsylvania County with a third possible facility to be considered in the Mount Rogers Planning District. Below are the facilities and the projected opening dates:

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These new facilities will require the hiring of many new employees for the Department. At the same time, it will open many new promotional opportunities for Department staff creating the need to back-fill positions at other locations throughout the agency. Depending on the actual dates of opening, the Department will have to adjust and improvise in order to have all the new staff trained and ready to supervise inmates in the new and expanded facilities.

Fortunately, the Department has experience in opening multiple facilities at the same time. This experience will help us develop the plans necessary for the recruitment, selection, and training of new and replacement staff throughout the Department.

3. The third is to be able to offer a level of compensation that will attract and retain a high quality workforce.

The third challenge is for the Department to be able to offer the beginning salaries necessary to attract a highly qualified and skilled workforce and to provide increases in salary that will recognize the contributions of employees and the service they provide for the Commonwealth. Salary compression is an issue for our employees. Many older employees are compensated at a rate similar to much more junior employees. Employees have accepted employment believing that there will be salary progression during their tenure and this has not been the case. Our first line Corrections Officers are not compensated equally to many deputy sheriffs throughout the Commonwealth. Our Probation Officers also receive lower salaries than comparable local government positions. This could cause recruitment and retention issues for the Department. However, raising hiring ranges is only part of the issue because it will exacerbate the salary compression issue if we do not or cannot make other adjustments.

Anticipated Changes In Human Resources:

New facilities and expansion projects will require the hiring and training of a highly qualified and skilled workforce.

Agency Information Technology Summary:

Current State / Issues:

The core mission of the Virginia Department of Corrections is the supervision of offenders, in the community as well as in facilities. The several software applications that support this mission are old, are not integrated, and are becoming harder and more costly to support. Most of these legacy applications were built in-house over the last 30 years. The Department is currently in the first phase of a major project (VirginiaCORIS) to replace those legacy applications with a single, integrated, current technology application. The staff in the Department's Corrections Technology Services Unit (CTSUS) is primarily assigned to support and maintain these legacy applications. The CTSUS has recently been charged with the responsibility to act as a clearinghouse for all DOC technology initiatives, including those impacting operational issues.

The Financial, Human Resources, Manufacturing, and other administrative areas of the Department are under served in IT. There is no ERP application in place to support these areas of the Department. Staff inefficiently enters redundant data in multiple applications; many business processes are handled in a manual fashion; and management has insufficient real time access to quality data for essential decision making functions.

Factors Impacting Information Technology:

On September 25, 2004 the Department transitioned 58 employees, our network infrastructure, and associated contracts to the new VITA agency. These staff maintain and support the network infrastructure on which most of the Department's IT services run. VITA is currently considering the possibility of out sourcing network management. This potential creates a level of uncertainty regarding the services provided by VITA. The real impact of this possible transformation is unknown.

Over the last 10 years the Department has provided its employees a robust network with high capability for supporting software applications and moving data. Those employees are anxious to leverage the power of this network, creating internal pressure to enhance software applications and automate current manual business processes.

Homeland security issues and law enforcement activities are creating additional pressures for sharing information between agencies at all levels of government. This requires work on standardizing infrastructure, databases, and data exchange standards.

The CTSU staff is being required to develop new skill sets to operate in the new environment; this increases training demands and creates new recruitment/retention issues.

Anticipated Changes / Desired State:

The VirginiaCORIS Project will provide enhanced functionality for offender management and give the Department a platform that can grow with the unpredictable demands of the future. The standard database will enable data sharing that was not easy to provide in the past.

The Department has a critical need for two additional major IT projects. 1. An agency wide ERP solution for Human Resources Management and Financial Systems. 2. An Electronic Records Management system to replace paper offender files in local facilities/offices and central headquarters.

All of these projects require necessary appropriations.

Agency Information Technology Investments:

	Cost-Fiscal Year 2007		Cost-Fiscal Year 2008	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$7,941,800	\$0	\$7,100,600	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$14,400,000	\$0	\$14,400,000	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$22,341,800	\$0	\$21,500,600	\$0

Agency Capital Investments Summary:**Current State / Issues:**

The Department's current capital investment portfolio includes 16 Work Centers and Field Units, 30 major facilities plus the privately operated Lawrenceville Correctional Center which was taken into state ownership recently through a refinancing of the bonds by the VPBA, and 9 DOC owned community corrections facilities, representing 1,820 buildings containing approximately 9.8 million square feet of Department-owned space.

- One of the major facilities, Wallens Ridge State Prison, is owned by the Big Stone Gap Redevelopment and Housing Authority and will be conveyed to the State upon repayment of the bonds.
- The Administrative Headquarters, the VCE Headquarters and Distribution Center, and the Agribusiness Farmer's Market and Distribution Center in Jarratt are all housed in capital leased space. (Other activities such as probation and parole offices are in leased space, considered operating leases.)
- The total appropriation for capital and maintenance reserve projects (excluding bed space construction) for the 2004 biennium was \$19,337,000 for 7 projects.
- Funding for 2 new major facilities, the expansion of 1 major facility, and the completion of 1 replacement facility was authorized in 2004 with a total appropriation of \$174,673,000
- Capital expenditures for all capital and maintenance reserve projects, including bed space construction, has ranged from \$9 million to \$24 million per fiscal year over the last 5 years, with an average of \$15.5 million per fiscal year.
- Funding for 2 new major facilities was requested in the 2006 biennium, totaling \$172,424,000.
- In the 2006 biennium, a total of 181 capital and maintenance reserve projects (excluding bed space construction) with an estimated cost of \$202,978,000 were requested. The projects fall into the categories of security, roofing,

electrical/mechanical, building additions and demolitions, site, and environmental.

Factors Impacting Capital Investments:

- Obtaining funding for new prison construction in order to keep up with the need for bed space to house State Responsible offenders is an ongoing issue.
- External factors related to new prisons sites, such as public opinion, obtaining approval of local governing bodies, and finding good building sites complicate and lengthen the process of adding beds.
- Many facilities are old and are exceeding their useful lives. The 5 oldest facilities have been evaluated for replacement. Funding and the need for adding new bed space limit the Department's ability to implement replacement plans. Replacement of the St. Brides Correctional Center with a new, modern facility represents the first step in implementing replacement plans.
- Capital and maintenance reserve projects are requested for owned facilities on an on-going basis in an effort to keep up with maintenance needs. Funding and staffing limit the ability to keep up with repair and maintenance demands, resulting in faster deterioration of facilities.

Capital Investment Alignment:

The Department's capital investment program aligns with the agency's mission by providing safe and secure work sites that protect staff, offenders, and the public. These investments align with Virginia's long-term objective to protect the public's safety and security.

Agency Goals

Goal #1:

Improve public, employee and inmate safety.

Goal Summary and Alignment:

Improve public, employee and inmate safety by providing national leadership in public safety, by being a model agency through effective and efficient management, control, and supervision of offenders, and by identifying, implementing and evaluating cost effective, quality programs and services that provide offenders opportunities to demonstrate pro-social behaviors.

Statewide Goals Supported by Goal #1

Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal #2:

Improve employees' and organizational effectiveness.

Goal Summary and Alignment:

Improve employees' and organizational effectiveness by recruiting, developing, supporting, and retaining a highly effective workforce which has the highest professional standards and by having the right people in the right place with the right tools at the right time.

Statewide Goals Supported by Goal #2

Be recognized as the best-managed state in the nation.

Goal #3:

Improve financial performance.

Goal Summary and Alignment:

Improve financial performance by continually assessing operations to ensure that limited resources are allocated efficiently and effectively and in support of the strategic plan.

Statewide Goals Supported by Goal #3

Be recognized as the best-managed state in the nation.

Goal #4:

Improve communications.

Goal Summary and Alignment:

Improve communications by sharing the Department's vision, mission, operations and achievements with our employees, stakeholders, and the public.

Statewide Goals Supported by Goal #4

Be recognized as the best-managed state in the nation.

Service Area Plan

Department Of Corrections

Probation and Parole Services (35106)

Service Area Background Information

Service Area Description:

This activity enables the Department of Corrections (DOC) to investigate and supervise sentenced felons and multi-misdemeanants. Through Probation and Parole Services, the Division of Community Corrections provides professional supervision of the offender in the community under Conditions of Probation, Post-Release or Parole, and special conditions as set by the Court or the Parole Board. Parole was abolished for felonies committed on or after January 1, 1995, but over 75% of the “no parole” offenders have supervised probation following incarceration. Duties within this activity include: case supervision, surveillance, assuring safety and security of staff, providing transitional services to offenders returning to communities, home visits, investigations and other work in support of the Courts, arrest record checks, urinalysis, referral to or direct provision of treatment services, maximizing the use of technology, and support for transfer of supervision to other localities or states. The objectives of these services are to assure that an offender does not pose a threat to the community, to offer offenders opportunities to modify behavior and attitudes, and to effect positive changes in offenders through supervision and intervention.

Service Area Alignment To Mission:

This service area directly aligns with DOC’s mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections’ customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department’s Supervision.

Service Area Products and Services:

Implementation of Judicial Orders and Parole Board decisions; Supervision of state responsible probationers and parolees.

Factors Impacting Service Area Products and Services

Crime Rates, Sentencing/Release practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increased emphasis on sexual offenders and technical violators as well as increase in the offender population is expected. Community Corrections caseload is expected to continue to increase by 4% per year.

Service Area Financial Summary:

The majority of the Department of Corrections' and this Service Area's funding is provided through general funds. Approximately \$1.1 million in non-general funds provided for supplemental salary appropriation for localities and funding for Certified Substance Abuse Counselor operations. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$60,815,501	\$1,134,847	\$60,815,501	\$1,134,847
Changes To Base Budget	\$7,346,318	\$164,617	\$8,294,968	\$164,617
Service Area Total	\$68,161,819	\$1,299,464	\$69,110,469	\$1,299,464

Service Area Objectives, Measures, and Strategies**Objective 35106.01**

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Probation and Parole Services in the Supervision of Offenders and Re-entry Services, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 35106.01.01

Measure the percent of supervised offender cases closed successfully.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 70%

Measure Target: 73%

Measure Source and Calculation: VACCIS / Number of offender cases closed successfully divided by total supervised cases.

Objective 35106.01 Has the Following Strategies:

- Complete a pilot test of evidence based practices in 4 district offices.
- Assign a level of community supervision within 90 days to all new cases based on a risk/needs assessment.
- Review cases regularly for compliance with supervision standards.
- Employ a variety of services and sanctions.

**Service Area Plan
Department Of Corrections
Day Reporting Centers (35107)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) has created Day Reporting Programs (DRP) as highly structured, non-residential programs utilizing daily monitoring, casework supervision and services to offenders in lieu of incarceration. Primary target groups are delinquent probationers, post-releasees or parolees and re-entering prisoners. Participant sign behavioral contracts, agreeing to abide by an itinerary that monitors his daily routine in the community. Personal and community contacts, curfews, treatment services and Home Electronic Monitoring are important elements of the program.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Implementation of Judicial Orders and Parole Board decisions; Supervision of state responsible probationers and parolees.

Factors Impacting Service Area Products and Services

Crime Rates, Sentencing/Release practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increased emphasis placed on technical violators as well as an increase in the offender population is expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$4,103,620	\$0	\$4,103,620	\$0
Changes To Base Budget	\$407,887	\$0	\$407,887	\$0
Service Area Total	\$4,511,507	\$0	\$4,511,507	\$0

Service Area Objectives, Measures, and Strategies**Objective 35107.01**

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Day Reporting Centers in the Supervision of Offenders and Re-entry Services, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 35107.01.01

Percent of offenders completing program requirements.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: Data not available now; will be 1/06.

Measure Target: 90%

Measure Source and Calculation: Offenders completing day reporting programs divided by capacity.

Objective 35107.01 Has the Following Strategies:

- Implement evidence based programs in all day reporting programs.
- Assign a level of community supervision within 90 days to all new cases based on a risk/needs assessment instrument.
- Provide program status information to Judiciary and Parole Board on a regular basis.

**Service Area Plan
Department Of Corrections
Community Residential Programs (35108)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) has created the Community Adult Residential Care Program (CRP) to focus on structured life skills, employment, referrals for education, and vocational needs of offenders. The offenders in this program may lack a stable residence, need transition from incarceration, or require 24/7 supervision. At this writing, the Department uses contractual bed spaces in six facilities. The length of stay in a residential care bed is up to 90 days with extensions for cause. Services within this program option include food and shelter, urinalysis, basic life skills training, substance abuse education, individual and group counseling and job placement.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Implementation of Judicial Orders and Parole Board decisions; Supervision of state responsible probationers and parolees.

Factors Impacting Service Area Products and Services

Crime Rates, Sentencing/Releasing Practices, Legislation, Judicial and Correctional Resources, Limitations on Placing Serious/Violent Offenders.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,115,107	\$0	\$1,115,107	\$0
Changes To Base Budget	\$0	\$0	\$0	\$0

Service Area Total	\$1,115,107	\$0	\$1,115,107	\$0
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Service Area Objectives, Measures, and Strategies

Objective 35108.01

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Probation and Parole Services in the Supervision of Offenders and Re-entry Services, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 35108.01.01

Utilization of Community Adult Residential Care. Program (CRP) contract beds.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 81% of available CRP capacity.

Measure Target: 95% of available CRP capacity.

Measure Source and Calculation: CRP expenditures divided by CRP allocation.

Objective 35108.01 Has the Following Strategies:

- Maintain a waiting list for offenders eligible for residential services.
- Increase utilization to appropriated amounts.

Service Area Plan Department Of Corrections Administrative Services (35109)

Service Area Background Information

Service Area Description:

This activity within the Department of Corrections (DOC) involves Community Corrections Administration (Deputy Director/Regional Directors/Chief of Operations/Parole Support Administrator, Central Office Program and administrative support). The services provided include: planning, management and direction of the Division at the central office and three (3) administrative regions, staff support to the Parole Board, tracking absconders, contract preparation and monitoring, policy and procedure development, budget management and processing parole violations.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Administration of Public Safety services, Internal and external integration of agency and stakeholders, Management and Coordination of services for the Judiciary, the Community and the Parole Board.

Factors Impacting Service Area Products and Services

Crime Rates, Sentencing/Release practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to

change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$2,123,882	\$0	\$2,123,882	\$0
Changes To Base Budget	\$112,851	\$0	\$112,851	\$0
Service Area Total	\$2,236,733	\$0	\$2,236,733	\$0

Service Area Objectives, Measures, and Strategies

Objective 35109.01

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Administrative Services in the Supervision of Offenders and Re-entry Services, provide national leadership in public safety and be a model agency in the control, supervision and management of offenders.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 35109.01.01

Percentage of district offices, day reporting and other Community programs that achieve 90% (or above) compliance on the Board of Corrections program standards audit.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 100% of programs achieving 90% compliance.

Measure Target: 100% of programs achieving 90% compliance.

Measure Source and Calculation: Certification Unit identifying the number of compliant district offices, day reporting centers and other eligible appointment Community facilities.

Objective 35109.01 Has the Following Strategies:

- Monitor compliance with Board of Corrections' standards.
- Prepare and follow-up corrective action plans for any deficiencies noted.

Service Area Plan

Department Of Corrections

Financial Assistance for Construction of Local and Regional Jails (35603)

Service Area Background Information

Service Area Description:

Subject to guidance from the Board of Corrections, the Department of Corrections (DOC) processes all requests from localities for financial assistance needed for construction, renovation or expansion of local and regional jails and jail farms. This process includes verifying the need for the jail beds, the efficiency of design in cost and staffing, and reviewing the localities' community-based alternatives to incarceration. The Department of Corrections must ensure that these jails are in compliance with construction standards and Board of Corrections mandates. This activity includes assisting in the planning studies, determining appropriate staffing levels, and reviewing building plans and specifications. While large projects are now funded through the Office of the Treasurer, smaller projects are funded through the Department of Corrections in accord with appropriations enacted by the General Assembly.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-81 provides the combination of cities or counties the authorization, pursuant to approval of the Board of Corrections, the ability to construct, enlarge or renovate a regional jail facility or existing jail for the purpose of establishing a regional jail facility.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Reimburse Local and Regional Jail for construction costs.

Factors Impacting Service Area Products and Services

Available appropriation.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected and may create need for more jail construction.

Service Area Financial Summary:

Presently, there is no appropriation targeted for this general fund financial assistance program. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$0	\$0	\$0	\$0
Changes To Base Budget	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$0	\$0	\$0

Service Area Objectives, Measures, and Strategies**Objective 35603.01**

Process payment and release to the Department of Accounts within 5 working-days upon the receipt of an “authorization for payment” from the Department’s Architecture and Engineering unit.

Through the use of Financial Assistance for Construction of Local and Regional Jails, process payment and release to the Department of Accounts within 5 working-days upon the receipt of an “authorization for payment” from the Department’s Architecture and Engineering unit.

This Objective Supports the Following Agency Goals:

Improve financial performance.

This Objective Has the Following Measure(s):**Measure 35603.01.01**

Number of days it takes the DOC Accounts Payable unit to release payment to the Department of Accounts for distribution of payment.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: Process payment within 5 days, 100% of the time.

Measure Target: Process payment within 5 days, 100% of the time.

Measure Source and Calculation: Monitor all reimbursement payments to identify number of days from the time Accounts Payable date stamps authorizing payment until the time supervisor releases payment to the Dept. of Accounts.

Objective 35603.01 Has the Following Strategies:

- Monitor and document timeframe required for approved payment to be release to the Department of Accounts for payment processing.
- Provide corrective action plan when and if objective timeframe is not met.

**Service Area Plan
Department Of Corrections
Community Facility Management (36101)**

Service Area Background Information

Service Area Description:

Within the Department of Corrections (DOC), Diversion Centers house non-violent felon offenders and provide a range of programs to serve these offenders, who are referred to specific centers by the Courts. Services require that offenders meet eligibility criteria, be mentally and physically able to do activities of daily living, have detention center assignments as a condition of probation in lieu of incarceration, and be suitable for a minimum-security environment. Program services include remedial education, substance abuse education, life skills (e.g. job readiness), parenting and other special topic groups, support for employment in the private sector, community service, and urinalysis to detect drug abuse. The stay of a successful offender in a Diversion Center ranges from four to six months. Detention Centers also house non-violent offenders who require more supervision than Diversion Centers provide and provide a range of services to serve these offenders. As above, the offenders are referred to specific centers by the Courts. Program services include a military-style regimen, remedial education, life skills, substance abuse education and urinalysis, and work on public projects. Facility management in both programs involves planning, management and direction, staffing, food service, medical care, housing, clothing, transportation, building and grounds maintenance, compliance with Board of Corrections' standards and fiscal management.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Administration of Public Safety Services, Internal and external integration of agency and stakeholders, Management and coordination of services for the Judiciary, the Community and the Parole Board.

Factors Impacting Service Area Products and Services

Crime Rates; Legislation; Sentencing/Releasing/Revocation Practices; Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected which may expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,651,908	\$0	\$1,651,908	\$0
Changes To Base Budget	\$87,774	\$0	\$87,774	\$0
Service Area Total	\$1,739,682	\$0	\$1,739,682	\$0

Service Area Objectives, Measures, and Strategies

Objective 36101.01

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Community Facility Management in State Residential Community Corrections Facilities, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 36101.01.01

Bedspace utilization.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: July 2005 through June 2006 average daily population.

Measure Target: 90% for Detention and Diversion. NOTE: The Department recently lost its ability to directly refer detainees and divertees to Detention and Diversion Centers. This loss may have an adverse effect on this target.

Measure Source and Calculation: Average beds occupied monthly divided by capacity.

Objective 36101.01 Has the Following Strategies:

- Achieve 90% compliance with Board of Corrections' standards and 100% for Life, Health and Safety standards.
- Provide programs and services to meet offenders' identified needs.

Service Area Plan Department Of Corrections Supervision and Management of Probates (36102)

Service Area Background Information

Service Area Description:

This activity within the Department of Corrections (DOC) provides a safe and controlled environment for the probate population and staff within community facilities and for the citizens of the Commonwealth. Duties within this activity include in-service training for

officers (Corrections Officer through Corrections Major), rotation of officers through posts within the community program and on the perimeter, supervision, transportation and surveillance of the probate population, employee and visitor searches, installation and maintenance of security equipment, uniform weaponry use, key control, tool control, participant counts, and constant communication. Other supporting tasks include maintenance and enforcement of guidelines and procedures, treatment program support, providing adequate supplies, materials and equipment to implement the activity, providing probates pay for hours worked, providing security audits to assure compliance with guidelines, and maintenance of post audits to assure proper assignment of security personnel.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Implementation of Judicial Orders and Parole Board decisions, Supervision of state responsible probationers and parolees.

Factors Impacting Service Area Products and Services

Crime Rates; Legislation; Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Changes in Probation Violation Guidelines and Risk Assessments as well as increases in offender populations are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and this Service Area's funding is provided through general funds. Approximately \$2.1 million in non-general funds provided for insurance recoveries for Community Corrections and appropriation for probationer to reimburse Diversion Centers for operating costs. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	Fiscal Year 2007		Fiscal Year 2008	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$9,406,261	\$2,100,000	\$9,406,261	\$2,100,000
Changes To Base Budget	\$998,950	\$0	\$998,950	\$0
Service Area Total	\$10,405,211	\$2,100,000	\$10,405,211	\$2,100,000

Service Area Objectives, Measures, and Strategies

Objective 36102.01

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Supervision and Management of Probates in State Residential Community Corrections Facilities, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 36102.01.01

Percent of offenders successfully completing supervision requirements.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 85%.

Measure Target: 90%.

Measure Source and Calculation: Total offenders successfully completing supervision requirements divided by total offenders under supervision participating in the program.

Objective 36102.01 Has the Following Strategies:

- Complete a risk and needs assessment on all new intake cases within 30 days.

- Provide programs and services to meet offenders' identified needs.
- Develop comprehensive transition plan for releasing participants.

Service Area Plan Department Of Corrections Rehabilitation and Treatment Services (36103)

Service Area Background Information

Service Area Description:

Within the Department of Corrections (DOC), Diversion Centers house non-violent felon offenders and provide a range of programs to serve these offenders, who are referred to specific centers by the Courts or Parole Board. Services require that offenders meet eligibility criteria, be mentally and physically able to do activities of daily living, have detention center assignments as a condition of probation in lieu of incarceration, and be suitable for a minimum-security environment. Services include remedial education, substance abuse education, life skills (e.g. job readiness), parenting and other special topic groups, support for employment in the private sector, community service, and urinalysis to detect drug abuse. The stay of a successful offender in a Diversion Center ranges from four to six months. Detention Centers also house non-violent offenders, generally considered to require more supervision than Diversion Centers and provide a range of services to serve these offenders. As above, the offenders are referred to specific centers by the Courts. Services include a military-style regimen, remedial education, life skills, substance abuse education and urinalysis, and work on public projects.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either

Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Implementation of Judicial Orders and Parole Board decisions. Supervision of state responsible probationers and parolees.

Factors Impacting Service Area Products and Services

Crime Rates; Legislation; Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Changes to Probation Violation Guidelines and Risk Assessments as well as increases in offender populations are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,606,632	\$0	\$1,606,632	\$0
Changes To Base Budget	\$125,391	\$0	\$125,391	\$0
Service Area Total	\$1,732,023	\$0	\$1,732,023	\$0

Service Area Objectives, Measures, and Strategies

Objective 36103.01

Provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans

Through the use of Rehabilitation and Treatment Services in State Residential Community Corrections Facilities, provide appropriate public safety programs to promote successful re-entry and offender compliance with supervision plans.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 36103.01.01

Bedspace utilization.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: July 2005 through June 2006 average daily population.

Measure Target: 90% for Detention and Diversion. NOTE: The Department recently lost its ability to directly refer detainees and divertees to Detention and Diversion Centers. This loss may have an adverse effect on this target.

Measure Source and Calculation: Average beds occupied monthly divided by capacity.

Objective 36103.01 Has the Following Strategies:

- Assess offenders risk and needs within 30 days of admission.
- Provide evidence-based programs to match offender needs.
- Develop comprehensive transition plan for releasing participants.

**Service Area Plan
Department Of Corrections
Medical and Clinical Services (36104)**

Service Area Background Information

Service Area Description:

Within the Department of Corrections (DOC), medical treatment activity provides all inmates in DOC-operated prisons with medical treatment through Department or outside health care providers, including contract psychiatric services. The efforts include use of supplies and equipment directly associated with health services. Some of the tasks within this activity include ambulatory care, skilled level of care, inpatient acute care and emergency care. Medical services are available 24 hours per day, seven days per week. The Department's dental treatment activity provides a range of dental services designed to maintain or improve the offender oral health. These efforts include staff, supplies and equipment directly associated with dental services. Routine and emergency dental care is provided and includes preventive and hygiene services, restorative services, oral surgery, endodontics (root canals), and prosthetic (denture) services. Each offender is provided a mandatory dental examination and dental classification at the Department's reception centers. Staff is on call twenty-four hours per day, seven days per week for emergency service if needed. Finally, each offender is charged a medical co-payment of five dollars per medical condition to help ensure the offender does not abuse the availability of medical services.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Medical and Dental Services.

Factors Impacting Service Area Products and Services

Offender Population growth; offender physical, medical and dental needs; Availability of Service Providers; Costs for medical and dental services and supplies.

Anticipated Changes To Service Area Products and Services

Increased need for ambulatory care, skilled level of care, inpatient acute care, emergency care as well as increases in offender populations are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$773,026	\$0	\$773,026	\$0
Changes To Base Budget	\$39,707	\$0	\$39,707	\$0
Service Area Total	\$812,733	\$0	\$812,733	\$0

Service Area Objectives, Measures, and Strategies

Objective 36104.01

Control medical costs for incarcerated offenders while providing appropriate medical care.

Through the use of Medical and Clinical Services in State Residential Community Corrections Facilities, control medical costs for incarcerated offenders while providing appropriate medical care.

This Objective Supports the Following Agency Goals:

Improve financial performance.

This Objective Has the Following Measure(s):

Measure 36104.01.01

Maintain current level of Medical and Dental (sick call) visits per year, while ensuring an appropriate level of care.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Average CY2004 visits per inmate per year of 10.1.

Measure Target: Maintain average CY2004 visits per inmate per year of 10.1.

Measure Source and Calculation: Through the use of internal DOC medical and dental activity reports, determine the total number of medical visits (sick call visits) per year and divide by average daily population during that calendar year.

Objective 36104.01 Has the Following Strategies:

- Review offender medical and dental treatment plans annually.
- Expand capacity for ambulatory care, skilled level of care, inpatient acute care and emergency care.

Service Area Plan Department Of Corrections Food Services (36105)

Service Area Background Information

Service Area Description:

Within the Department of Corrections (DOC), nutritionally balanced and wholesome meals contribute to the health and wellbeing of all individuals served. Cost control methods are used to provide a food service program consistent with Department of Corrections' standards. Due to institutional needs, some kitchens operate up to 24 hours each day. Duties within this activity include:

- preparation of twenty one meals per week for a population of over 30,000 individuals
- acquisition and proper storage of food and other supplies
- management of adequate and trained food service staff
- maintenance of food service equipment which meets Departmental standards
- providing guidance and training in food and dietary services
- evaluating meal preparation and services at correctional institutions
- establishing a uniform system of food preparation through cycle menus and standardized recipes
- establishing job details for inmate food service personnel
- providing guidance to various procurement agencies and units regarding the needs of the department
- providing emergency equipment for food preparation and services monitoring food usage at each institution to evaluate efficiencies and limit waste
- maintaining a food inventory control system with monthly reviews of operational costs.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

The Food Services Unit serves approximately 93,000 meals per day and almost 34,000,000 meals a year. Food Services follow a statewide, 28-day cycle menu, which is reviewed every six months and is approved by a Registered Dietitian. The Department provides job training for offenders as cooks, bakers, vegetable preparers and many other related jobs. Food Services is the largest employer of inmates within DOC.

Factors Impacting Service Area Products and Services

Aging population and dietary constraints associated with age.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected which may expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,125,740	\$0	\$1,125,740	\$0
Changes To Base Budget	\$54,335	\$0	\$54,335	\$0
Service Area Total	\$1,180,075	\$0	\$1,180,075	\$0

Service Area Objectives, Measures, and Strategies

Objective 36105.01

Be recognized as innovative leaders in the comprehensive, complex correctional food service profession.

Through the use of Food Services in State Residential Community Corrections Facilities, be recognized as innovative leaders in the comprehensive, complex correctional food service profession.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 36105.01.01

Ensure that all food service staff complete and maintain their ServSafe National Restaurant Association Education Foundation certification.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 100% of food service staff complete and maintain certification within 6 months of employment.

Measure Target: 100% of food service staff complete and maintain certification within 6 months of employment.

Measure Source and Calculation: Identify all certifications and divide by number of food service staff.

Objective 36105.01 Has the Following Strategies:

- Monitor ServSafe certifications annually to ensure each food service staff has completed and maintained their certification.
- Provide corrective action plan for any institution found to have uncertified food service staff.

**Service Area Plan
Department Of Corrections
Physical Plant Services (36106)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) provides a safe, secure and constitutionally adequate environment for over 30,000 inmates, 900 detention and diversion offenders, as well as a workplace for over 11,000 DOC employees. The Department's oldest correctional facilities were constructed prior to the 1950's, and require extensive maintenance efforts to extend useful life. Activities which provide an appropriate physical environment also provide jobs and training daily for many inmates and keep these offenders occupied constructively. Duties and tasks within this activity include: providing coordination and maintenance services for the Department's facilities according to required local, state and federal standards; providing electricity, and other contractual services necessary to operate the physical plant, planning, scheduling and operation of all major maintenance projects in accord with a system of regular inspections; procurement of supplies, material, equipment and services; and provision and training of staff with appropriate technical skills. The Department can not afford to shut down a facility or compromise public safety due to inadequate maintenance.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-

efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Providing coordination and maintenance services for facilities according to required local, state and federal standards.

Factors Impacting Service Area Products and Services

Crime Rates; Legislation; Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected which may expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$1,487,607	\$0	\$1,487,607	\$0
Changes To Base Budget	\$25,081	\$0	\$25,081	\$0
Service Area Total	\$1,512,688	\$0	\$1,512,688	\$0

Service Area Objectives, Measures, and Strategies

Objective 36106.01

Provide and maintain safe and secure work sites that protect staff, offenders and the public.

Through the use of Physical Plant Services in State Residential Community Corrections Facilities, provide and maintain safe and secure work sites that protect staff, offenders and the public.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 36106.01.01

Maintain or continue to improve upon the three-year Department-wide average on the “Loss Incidence Rate Per 100 Filled Positions” report.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Average rate of three calendar years (2002, 2003 and 2004) of 8.5.

Measure Target: Maintain or improve upon the average identified in the baseline of 8.5.

Measure Source and Calculation: Report provided by the Department of Human Resource Management and determines the average DOC-wide loss/incidence for every 100 filled positions.

Objective 36106.01 Has the Following Strategies:

- Produce facility site-specific cost containment plans based on previous year’s losses.
- Promote employee safety awareness programs.

Service Area Plan Department Of Corrections Supervision and Management of Inmates (39802)

Service Area Background Information

Service Area Description:

This activity within the Department of Corrections (DOC) provides a safe and controlled environment for the inmate population and staff within all adult correctional facilities and for the citizens of the Commonwealth. Duties within this activity include in-service training for officers (Corrections Officer through Corrections Major), rotation of officers through posts within the institution and on the perimeter, supervision and surveillance of the inmate population, employee and visitor searches, installation and maintenance of security equipment, uniform weaponry use, key control, tool control, and constant communication. Other supporting tasks include maintenance and enforcement of division and institutional guidelines and procedures, providing adequate supplies, materials and equipment to implement the activity, providing inmate pay for hours worked, providing security audits to assure compliance with guidelines, and maintenance of post audits to assure proper assignment of security personnel.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Through this activity, the Department of Corrections provides a safe and controlled environment for inmates, staff of the Department, and citizens of the Commonwealth.

Factors Impacting Service Area Products and Services

Crime rates, Sentencing/Releasing Practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected which may expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and this Service Area's funding is provided through general funds. Approximately \$0.7 million in non-general funds provided for assisting families of inmates, faith-based services and the pen-pals program. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$367,864,090	\$725,000	\$367,864,090	\$725,000
Changes To Base Budget	\$49,592,975	\$0	\$66,473,379	\$0
Service Area Total	\$417,457,065	\$725,000	\$434,337,469	\$725,000

Service Area Objectives, Measures, and Strategies

Objective 39802.01

Manage the offender population to ensure that offenders are provided secure confinement and appropriate supervision in accordance with the security level of the facility and the risk posed to the community.

Through the use of Supervision and Management of Inmates in Secure Correctional Facilities, manage the offender population to ensure that offenders are provided secure confinement and appropriate supervision in accordance with the security level of the facility and the risk posed to the community.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 39802.01.01

Escapes from Confinement.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Current Year Figure.

Measure Target: Zero Per Year.

Measure Source and Calculation: Provide number of escapes Department wide.

Objective 39802.01 Has the Following Strategies:

- Unit Heads will ensure that all facilities will pass security assessments and scheduled audits.

Objective 39802.02

Provide and maintain safe and secure work sites that protect staff, offenders, and the public.

Through the use of Supervision and Management of Inmates in Secure Correctional Facilities, provide and maintain safe and secure work sites that protect staff, offenders, and the public.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 39802.02.01

Bedspace utilization.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Current Year Figure.

Measure Target: Reduction from previous year.

Measure Source and Calculation: Provide number of serious assaults by facility throughout the Department.

Objective 39802.02 Has the Following Strategies:

- Follow serious assault prevention measures per Department policy and American Correctional Association (ACA) Accreditation Standards.

**Service Area Plan
Department Of Corrections
Rehabilitation and Treatment Services (39803)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) maintains prison programs which provide offenders with opportunities to learn coping skills and change criminal behavior, while supporting the security mission of DOC by constructively occupying otherwise idle time. A range of programs are offered to meet various offender needs, including but not limited to substance abuse, anger management, cognitive-behavioral curricula, life skills, re-entry preparation, and sex offender treatment. Offender Case-management services are also provided. Additionally, included in this service area is the Office of Health Services' Sex Offender Residential Treatment (SORT) Program which is dedicated to providing comprehensive assessment and treatment services to inmates who have been identified as being at moderate to high risk for sexual reoffending. The SORT Program utilizes techniques which have been shown to have the greatest likelihood of reducing reoffending behavior. Although the program recognizes that there is no cure for sex offending behavior, the goal of the program is to enhance the safety of the citizens of the Commonwealth by teaching skills to identified sex offenders in an effort to prevent relapse. Because the Department is dedicated to providing services of the highest quality, evaluation and monitoring of the program will be on-going with changes made as necessary to ensure state-of-the-art programming.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Offender programming.

Factors Impacting Service Area Products and Services

Funding levels, programming space in prison facilities, available security staff to supervise programs and prison population growth.

Anticipated Changes To Service Area Products and Services

Implementation of an actuarial Risk/Needs Assessment Tool and movement towards Evidence Based Practices. Additionally, increases in offender populations are expected and will expand the need for services.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$22,968,638	\$0	\$22,968,638	\$0
Changes To Base Budget	\$5,141,459	\$0	\$7,944,549	\$0
Service Area Total	\$28,110,097	\$0	\$30,913,187	\$0

Service Area Objectives, Measures, and Strategies

Objective 39803.01

Maintain the current level of offender programming capacity to provide opportunity for offenders to change criminal behaviors.

Through the use of Rehabilitation and Treatment Services in Secure Correctional Facilities, maintain the current level of offender programming capacity to provide opportunity for offenders to change criminal behaviors.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39803.01.01

Calculation of the average number of hours program-eligible offenders participate in program activities each week.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 26 hours per week.

Measure Target: Maintaining 26 hours per week average offender participation in programming.

Measure Source and Calculation: Utilizing the Inmate Pay System and maintaining program surveys of institutions, management staff will determine programs operating capacity and weekly meeting hours.

Objective 39803.01 Has the Following Strategies:

- Maintain Director's policy commitment to programming.
- Ensure current resources remain committed to programming.
- Administratively approve prison programs at the Department level to ensure need and quality.
- Annual survey of program operations, capacity and frequency by Program Managers.

**Service Area Plan
Department Of Corrections
Prison Management (39805)**

Service Area Background Information

Service Area Description:

This activity within the Department of Corrections (DOC) includes the administrative management and direction for the institutions at three levels: centrally, regionally and in the institutions themselves. Central direction includes such items as overall security planning and statewide program preparation. The Department has three regions with each having a regional office set-up that interprets and implements central policy. At the institution level, the Wardens' Office and the business office are considered administrative support, along with human resource functions and the Ombudsman. This function additionally includes linen and laundry services which provide clean linen and serves the fundamental purpose of personal hygiene and clean sleeping areas while providing work opportunities for the inmates. Lastly, the Department provides recreational opportunities at all facilities which house inmates. Gymnasiums, sports equipment, inside recreational space and, in some cases, structured recreational programs, are key resources for this program.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Employees are provided with policy and program implementation guidance. Employees in the each region have access to human resource information and the inmates in the facilities have access to information regarding their inmate pay accounts and the support of the facility Ombudsman. Overall security planning; creation and enforcement of established Department procedures; policy interpretation and implementation; planning and statewide program preparation; budgeting; cash projections; monitoring inmate pay accounts; financial analysis; human resources; ombudsman; management of daily activities and functions.

Factors Impacting Service Area Products and Services

Crime rates, Sentencing/Releasing Practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected which may expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and this Service Area's funding is provided through general funds. A small amount of non-general fund appropriation is provided for insurance recoveries and recyclable materials. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$60,118,923	\$285,000	\$60,118,923	\$285,000

Changes To Base Budget	\$5,521,228	\$100,000	\$11,581,607	\$100,000
Service Area Total	\$65,640,151	\$385,000	\$71,700,530	\$385,000

Service Area Objectives, Measures, and Strategies

Objective 39805.01

Operate model correctional facilities that provide secure confinement, programs, and services appropriate to the custody needs of assigned offenders and to the security level of the facility or unit.

Through the use of Prison Management in Secure Correctional Facilities, operate model correctional facilities that provide secure confinement, programs, and services appropriate to the custody needs of assigned offenders and to the security level of the facility or unit.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 39805.01.01

Meet or exceed ACA and Board of Corrections Standards. Note: Some facilities are not eligible for ACA Accreditation as cost constraints on physical plant infrastructure prohibit ACA Accreditation.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: All facilities audited during the fiscal year, 100% compliance on mandatory issues and at least 90% compliance on non-mandatory issues.

Measure Target: All facilities audited during the fiscal year, 100% compliance on mandatory issues and at least 90% compliance on non-mandatory issues.

Measure Source and Calculation: ACA Accreditation and Board of Corrections Standards.

Objective 39805.01 Has the Following Strategies:

- Monitor compliance with ACA Standards and Board of Corrections' standards.
- Prepare and follow-up corrective action plans for any deficiencies noted.

Service Area Plan Department Of Corrections

Food Services (39807)

Service Area Background Information

Service Area Description:

Within the Department of Corrections (DOC), nutritionally balanced and wholesome meals contribute to the health and wellbeing of all individuals served. Cost control methods are used to provide a food service program consistent with Department of Corrections' standards. Due to institutional needs, some kitchens operate up to 24 hours each day. Duties within this activity include:

- preparation of nineteen meals per week for a population of over 30,000 individuals
- acquisition and proper storage of food and other supplies
- management of adequate and trained food service staff
- maintenance of food service equipment which meets Departmental standards
- providing guidance and training in food and dietary services
- evaluating meal preparation and services at correctional institutions
- establishing a uniform system of food preparation through cycle menus and standardized recipes
- establishing job details for inmate food service personnel
- providing guidance to various procurement agencies and units regarding the needs of the department
- providing emergency equipment for food preparation and services
- monitoring food usage at each institution to evaluate efficiencies and limit waste
- maintaining a food inventory control system with monthly reviews of operational costs.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either

Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

The Food Services Unit serves approximately 93,000 meals per day and almost 34,000,000 meals a year. Food Services follow a statewide, 28-day cycle menu, which is reviewed every six months and is approved by a Registered Dietitian. The Department provides job training for offenders as cooks, bakers, vegetable preparers and many other related jobs. Food Services is the largest employer of inmates within DOC.

Factors Impacting Service Area Products and Services

Aging population and dietary constraints associated with age.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected and will expand the amount of services needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$36,033,702	\$0	\$36,033,702	\$0
Changes To Base Budget	\$2,074,212	\$0	\$6,749,659	\$0
Service Area Total	\$38,107,914	\$0	\$42,783,361	\$0

Service Area Objectives, Measures, and Strategies

Objective 39807.01

Be recognized as innovative leaders in the comprehensive, complex correctional food service profession.

Through the use of Food Services in Secure Correctional Facilities, be recognized as innovative leaders in the comprehensive, complex correctional food service profession.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39807.01.01

Ensure that all food service staff complete and maintain their ServSafe National Restaurant Association Education Foundation certification.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 100% of food service staff complete and maintain certification within 6 months of employment.

Measure Target: 100% of food service staff complete and maintain certification within 6 months of employment.

Measure Source and Calculation: Identify all certification and divide by number of food service staff.

Objective 39807.01 Has the Following Strategies:

- Monitor ServSafe certifications annually to ensure each food service staff has completed and maintained their certification.
- Provide corrective action plan for any institution found to have uncertified food service staff.

**Service Area Plan
Department Of Corrections
Medical and Clinical Services (39810)**

Service Area Background Information**Service Area Description:**

Within the Department of Corrections (DOC), medical treatment activity provides all inmates in DOC-operated prisons with medical treatment through Department or outside health care providers, including contract psychiatric services. The efforts include use of supplies and equipment directly associated with health services. Some of the tasks within this activity include ambulatory care, skilled level of care, inpatient acute care and emergency care. Medical services are available 24 hours per day, seven days per week. The Department's dental treatment activity provides a range of dental services designed to maintain or improve the offender oral health. These efforts include staff, supplies and equipment directly associated with dental services. Routine and emergency dental care is provided and includes preventive and hygiene services, restorative services, oral surgery, endodontics (root canals), and prosthetic (denture) services. Each offender is provided a mandatory dental examination and dental classification at the Department's reception centers. Staff is on call twenty-four hours per day, seven days per week for emergency service if needed. Finally, each offender is charged a medical co-payment of five dollars

per medical condition to help ensure the offender does not abuse the availability of medical services.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Medical and Dental Services.

Factors Impacting Service Area Products and Services

Offender Population growth; offender physical, medical and dental needs; Availability of Service Providers; Costs for medical and dental services and supplies.

Anticipated Changes To Service Area Products and Services

Increased need for ambulatory care, skilled level of care, inpatient acute care, emergency care as well as increases in offender population are expected.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. \$1 million in appropriation provided to transfer Virginia Correctional Enterprises funds to support the Department's operating funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>	<u>Fiscal Year 2008</u>
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	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$105,011,282	\$1,000,000	\$105,011,282	\$1,000,000
Changes To Base Budget	\$13,566,337	\$0	\$25,227,539	\$0
Service Area Total	\$118,577,619	\$1,000,000	\$130,238,821	\$1,000,000

Service Area Objectives, Measures, and Strategies

Objective 39810.01

Control medical costs for incarcerated offenders while providing appropriate medical care.

Through the use of Medical and Clinical Services in Secure Correctional Facilities, control medical costs for incarcerated offenders while providing appropriate medical care.

This Objective Supports the Following Agency Goals:

Improve financial performance.

This Objective Has the Following Measure(s):

Measure 39810.01.01

Maintain current level of Medical and Dental (sick call) visits per year, while ensuring an appropriate level of care.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Average CY2004 visits per inmate per year of 10.1.

Measure Target: Maintain average CY2004 visits per inmate per year of 10.1.

Measure Source and Calculation: Through the use of internal DOC medical and dental activity reports, determine the total number of medical visits (sick call visits) per year and divide by average daily population during that calendar year.

Objective 39810.01 Has the Following Strategies:

- Review offender medical and dental treatment plans annually.
- Expand capacity for ambulatory care, skilled level of care, inpatient acute care and emergency care.

Service Area Plan

Department Of Corrections Agribusiness (39811)

Service Area Background Information

Service Area Description:

This activity within the Department of Corrections (DOC) incorporates the functions of dairy operations, meat processing, hydroponics, fruit and vegetable farming, fish processing, farmers market (produce distribution center), sawmills and a freeze plant. Additionally, activities support the staff, supplies and equipment directly associated with operating agricultural programs at select major institutions, field units and work centers. By diversifying, the Department avoids the higher cost of purchasing food totally on the open market. Inmates are also provided with work opportunities and associated skills.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

The livestock (beef) function is operating at Augusta, Bland, Botetourt, Brunswick, Buckingham, Coffeewood, Dinwiddie, James River, Marion, Nottoway, Pamunkey Farm, Southampton, Pulaski Unit #1, Baskerville Unit #4, White Post Unit #7, Chatham Unit # 15, Halifax Unit #23, Patrick Henry Unit #28 and Tazewell Unit #31. The beef count was 4,836 in June, 2004. The hog operation is at Southampton. The inventory for hogs was 1,121 in June 2004. The dairy operates at Bland and James River with a June, 2004 count of 259 cattle. Dairy milk production operates at Bland and James River with a

FY2004 total of 810,560 gallons valued at \$1.4 million. Fruit and vegetable operations are located at Bland, Brunswick, Nottoway, Pamunkey, Southampton, Baskerville, Cold Springs, Halifax, Dinwiddie, Yarden Farm, Pulaski, White Post and Wise. These sites harvest hydroponic tomatoes, potatoes, greens, melons and apples. There are also orchards at Nottoway and Wise Unit #18. The Farmers Market (produce distribution center) handles and distributes all produce used by the Department of Corrections' Food Service. Produce grown by the Departments' farms include butternut squash, sweet potatoes, asparagus and strawberries, etc. The produce freeze plant operates year round.

Factors Impacting Service Area Products and Services

None.

Anticipated Changes To Service Area Products and Services

Offender populations are expected to increase and will expand the amount of produce needed.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$7,245,811	\$0	\$7,245,811	\$0
Changes To Base Budget	\$409,612	\$0	\$409,612	\$0
Service Area Total	\$7,655,423	\$0	\$7,655,423	\$0

Service Area Objectives, Measures, and Strategies

Objective 39811.01

To work inmates in all areas of Agribusiness production.

Through the use of Agribusiness in Secure Correctional Facilities, work inmates in all areas of Agribusiness production.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39811.01.01

Number of inmates working in Agribusiness.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: FY05 total inmates employed.

Measure Target: Equal to or greater than FY05 total inmates employed.

Measure Source and Calculation: Internal report provided by Agribusiness.

Objective 39811.01 Has the Following Strategies:

- Monitor internal report provided by Agribusiness.

**Service Area Plan
Department Of Corrections
Correctional Enterprises (39812)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) created Virginia Correctional Enterprises (VCE) which functions similarly to a private business yet operates under the controls and constraints of a government agency. VCE is responsible for producing products and services in three major areas. First, VCE reduces inmate idleness via prison employment in Virginia's prisons. VCE's inmate employment program is a critical component of inmate management. Second, VCE reduces offender re-offense risks via job skills and job programs for offenders. VCE has formed a partnership with the Department of Correctional Education to support formal training through VCE production programs. Third, VCE produces finished goods for sale to the Commonwealth of Virginia. Twenty-two operations at fourteen DOC institutions employ approximately 1,300 inmates who produce products and services enumerated below. Participation in VCE programming reduces inmate idleness which increases safety for staff and inmates within Virginia prisons, reduces risk of recidivism through job experience and training, and provides finished goods for sale to the Commonwealth.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Office furniture, dormitory furniture, modular office systems, seating products, metal furniture, institutional clothing, work boots, dental laboratory services, record retention, signs and name tags, printing, vehicle license tags, laundry and vinyl binders.

Factors Impacting Service Area Products and Services

Charter Schools.

Anticipated Changes To Service Area Products and Services

The Colleges and Universities of Virginia may become "Charter" schools whereby they are no longer required to follow current procurement requirements. This may impact the total sales of VCE by as much as 28% if none of them purchase products from VCE.

Service Area Financial Summary:

The majority of the Department of Corrections' funding is provided through general funds. However, this Service Area is completely funded through the non-general fund revenue created from Virginia Correctional Enterprises' sale of products and services. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$0	\$44,000,000	\$0	\$44,000,000
Changes To Base Budget	\$0	\$13,251,726	\$0	\$15,251,726
Service Area Total	\$0	\$57,251,726	\$0	\$59,251,726

Service Area Objectives, Measures, and Strategies**Objective 39812.01**

Maximize employment of inmates in the manufacturing of finished goods.

Through the use of Correctional Enterprises in Secure Correctional Facilities, maximize employment of inmates in the manufacturing of finished goods.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39812.01.01

Increase the number of inmate workers from previous year.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: FY05 total number of inmate employed.

Measure Target: Equal to or greater than FY05 total inmates employed.

Measure Source and Calculation: Internal report provided by VCE.

Objective 39812.01 Has the Following Strategies:

- Increase VCE production with the cooperation of organizational units to facilitate more inmate involvement.

**Service Area Plan
Department Of Corrections
Physical Plant Services (39815)**

Service Area Background Information

Service Area Description:

The Department of Corrections (DOC) provides a safe, secure and constitutionally adequate environment for over 30,000 inmates, 900 detention and diversion offenders, as well as a workplace for over 11,000 DOC employees. The Department's oldest correctional facilities were constructed prior to the 1950's, and require extensive maintenance efforts to extend useful life. Activities which provide an appropriate physical environment also provide jobs and training daily for many inmates and keep these offenders occupied constructively. Duties and tasks within this activity include: providing coordination and maintenance services for the Department's facilities according to required local, state and federal standards; providing electricity, and other contractual services necessary to operate the physical plant, planning, scheduling and operation of all major maintenance projects in accord with a system of regular inspections; procurement of supplies, material, equipment and services; and provision

and training of staff with appropriate technical skills. The Department can not afford to shut down a facility or compromise public safety due to inadequate maintenance.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Providing coordination and maintenance services for facilities according to required local, state and federal standards.

Factors Impacting Service Area Products and Services

Crime rates, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in the number of offenders will cause the building of two new institutions and prison expansions in this biennium.

Service Area Financial Summary:

The majority of the Department of Corrections' and all of this Service Area's funding is provided through general funds. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund

Base Budget	\$65,541,234	\$0	\$65,541,234	\$0
Changes To Base Budget	\$3,560,903	\$0	\$8,802,443	\$0
Service Area Total	\$69,102,137	\$0	\$74,343,677	\$0

Service Area Objectives, Measures, and Strategies

Objective 39815.01

Provide and maintain safe and secure work sites that protect staff, offenders and the public.

Through the use of Physical Plant Services in Secure Correctional Facilities, provide and maintain safe and secure work sites that protect staff, offenders and the public.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 39815.01.01

Maintain or continue to improve upon the three-year Department-wide average on the “Loss Incidence Rate Per 100 Filled Positions” report.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: Average rate of three calendar years (2002, 2003 and 2004) of 8.5.

Measure Target: Maintain or improve upon the average identified in the baseline of 8.5.

Measure Source and Calculation: Report provided by the Department of Human Resource Management and determines the average DOC-wide loss/incidence for every 100 filled positions.

Objective 39815.01 Has the Following Strategies:

- Produce facility site-specific cost containment plans based on previous year's losses.
- Promote employee safety awareness programs.

Service Area Plan Department Of Corrections Administrative and Support Services (39900)

Service Area Background Information

Service Area Description:

This activity includes the administrative management and direction for all State-wide Department of Corrections (DOC) activities to include: General Management and Direction, Information Technology, Accounting and Budgeting, Architecture and Engineering, Personnel, Planning and Evaluation, Procurement and Distribution, the Training Academy and Offender Classification and Time Computation.

Service Area Alignment To Mission:

This service area directly aligns with DOC's mission of enhancing public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

Service Area Statutory Authority:

Code of Virginia, 53.1-10 provides the Director of the DOC authority to supervise and manage correctional facilities, implement the standards and goals of the Board, to employ personnel and to develop and implement programs.

Service Area Customer Base:

Customer(s)	Served	Potential
Citizens of the Commonwealth	7,500,000	7,500,000

Anticipated Changes In Service Area Customer Base

The Department of Corrections' customer base is the Citizens of the Commonwealth and does not anticipate any changes to that base. It is important to note that the Department does not consider offenders remanded to the custody of the Director through either Institutions or Community Corrections as customers. However, workload along with the size of its service areas is determined by the number and type of offenders under the Department's Supervision.

Service Area Products and Services:

Overall State-wide management and direction for all functions of the Agency to include information technology, fiscal operations, architectural and engineering, human resources management and development, planning and evaluation activities as well as offender classification and time computation.

Factors Impacting Service Area Products and Services

Crime rates, Sentencing/Releasing Practices, Legislation, Judicial and Correctional Resources.

Anticipated Changes To Service Area Products and Services

Increases in offender populations are expected (i.e. Institutions' is expanding two existing facilities and two new facilities have been authorized for construction, while Community Corrections' caseload is anticipated to continue to grow at a rate of 4% per year).

Service Area Financial Summary:

The majority of the Department of Corrections' and this Service Area's funding is provided through general funds. Approximately \$3.6 million in non-general funds provided for telemedicine operations and special operating funds for the Department's Construction Unit. Note: Specific allocations by service area are subject to change prior to final passage of the next Appropriations Act. Any revisions will be incorporated into the next update of the Strategic/Service Area Plan in the summer of 2006.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Non-General Fund	General Fund	Non-General Fund
Base Budget	\$47,587,188	\$3,655,000	\$47,587,188	\$3,655,000
Changes To Base Budget	\$8,976,192	\$445,000	\$6,215,949	\$445,000
Service Area Total	\$56,563,380	\$4,100,000	\$53,803,137	\$4,100,000

Service Area Objectives, Measures, and Strategies

Objective 39900.01

Provide a model correctional system through effective and efficient management, control and supervision of offenders while ensuring a safe, secure and healthy environment for positive change.

Through the use of Administrative and Support Services, provide a model correctional system through effective and efficient management, control and supervision of offenders while ensuring a safe, secure and healthy environment for positive change.

This Objective Supports the Following Agency Goals:

Improve public, employee and inmate safety.

This Objective Has the Following Measure(s):

Measure 39900.01.01

All eligible facilities meet or exceed American Correctional Association (ACA) Accreditation Standards.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: All facilities audited during the fiscal year, 100% compliance on mandatory issues and at least 90% compliance on non-mandatory issues.

Measure Target: All facilities audited during the fiscal year, 100% compliance on mandatory issues and at least 90% compliance on non-mandatory issues.

Measure Source and Calculation: Using internal DOC data from the Compliance and Accreditation Unit, monitor all eligible facilities audited during the fiscal year and ensure 100% mandatory and 90% non-mandatory compliance with ACA Accreditation Standards. Note: Some facilities are not eligible for ACA Accreditation as cost constraints on physical plant infrastructure prohibit ACA Accreditation.

Objective 39900.01 Has the Following Strategies:

- Monitor all facilities audited and eligible for compliance with ACA Standards during each fiscal year.
- Prepare and follow-up corrective action plans for any deficiencies noted.

Objective 39900.02

Develop and deliver comprehensive, job-related training for Department of Correction's employees while providing a full range of other support functions.

Through the use of the Training Academy in Administrative and Support Services, develop and deliver comprehensive, job-related training for Department of Correction's employees while providing a full range of other support functions.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39900.02.01

Monitor Department of Criminal Justice Services (DCJS) Training Delinquency Report and ensure discrepancies are in compliance before December 31st of each year.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 95% of all staff noted as "non-compliant" on DCJS Training Delinquency Report will be made compliant by December 31st of that year.

Measure Target: 95% of all staff noted as "non-compliant" on DCJS Training Delinquency Report will be made compliant by December 31st of that year.

Measure Source and Calculation: Using DCJS Training Delinquency Report calculate total number of staff reported as non compliant and divided into total number of staff contacted, trained and made compliant.

Objective 39900.02 Has the Following Strategies:

- Monitor compliance with DCJS Standards.

- Prepare and follow-up corrective action plans for any deficiencies noted.

Objective 39900.03

Maximize the use of available inmate beds/program assignments in the DOC.

Through the use of Offender Classification and Time Computation Services in Administrative and Support Services, maximize the use of available inmate beds/program assignments in the DOC.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39900.03.01

Average daily inmate population.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: FY04 Average Daily Population.

Measure Target: Increase over baseline.

Measure Source and Calculation: Internal DOC database to calculate average daily population.

Objective 39900.03 Has the Following Strategies:

- Monitor eligibility dates and number of inmates actually brought into DOC.

Objective 39900.04

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Through the use of Administrative and Support Services, provide a model correctional system that ensures resources are used efficiently and programs are managed effectively.

This Objective Supports the Following Agency Goals:

Improve employees' and organizational effectiveness.

This Objective Has the Following Measure(s):

Measure 39900.04.01

Percent of Governor's Management scorecard categories marked as meets expectations for the agency.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The 2005 percentage of 80% on the agency scorecard.

Measure Target: 80% of the criteria used in the Management Scorecard achieving a "Meets Expectations".

Measure Source and Calculation: Using the five criteria used in the Commonwealth's Management Scorecard for the Department of Corrections, take the number of cases where the agency scores "Meets Expectations" and divide by five for an overall percentage score.

Objective 39900.04 Has the Following Strategies:

- Monitor compliance with applicable state and federal requirements to ensure resources are used efficiently and programs are managed effectively.